

CHANGES IN REGIONAL APPARATUS OF MEDAN CITY IN REALIZING AGILE GOVERNMENT IN MEDAN CITY

MUDANÇAS NA ESTRUTURA REGIONAL DA CIDADE DE MEDAN NA IMPLEMENTAÇÃO DO GOVERNO ÁGIL NA CIDADE DE MEDAN

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Abstract

This research aims to analyze the dynamics of the formation of regional apparatus in Medan City in the context of realizing Agile Government. With the increasing demands of the community for fast and responsive public services, this study explores an effective model for the formation of regional apparatus. The method used is a qualitative approach with in-depth interviews and document analysis from various related sources. The results of the study indicate that changes in the organization of regional apparatus in Medan City in order to realize agile government not only include bureaucratic restructuring, but also require complex individual and institutional adjustments. The Medan City Government addresses this challenge by providing motivation, training, and effective communication to build an adaptive and collaborative work culture. Through discussion forums, socialization, and strengthening collaboration between agencies, employees are encouraged to understand and accept change. The government also emphasizes the importance of integrated management of human resources, finance, and technology in order to improve the efficiency, effectiveness, and satisfaction of public services. This research also identifies

Resumo

Esta pesquisa visa analisar a dinâmica da formação do aparato regional na Cidade de Medan no contexto da realização do Governo Ágil. Com as crescentes demandas da comunidade por serviços públicos rápidos e responsivos, este estudo explora um modelo eficaz para a formação do aparato regional. O método utilizado é uma abordagem qualitativa com entrevistas em profundidade e análise de documentos de diversas fontes relacionadas. Os resultados do estudo indicam que as mudanças na organização do aparato regional em Medan não incluem apenas a reestruturação burocrática, mas também requerem ajustes individuais e institucionais complexos. O Governo da Cidade de Medan enfrenta esse desafio fornecendo motivação, treinamento e comunicação eficaz para construir uma cultura de trabalho adaptativa e colaborativa. Por meio de fóruns de discussão, socialização e fortalecimento da colaboração entre agências, os funcionários são incentivados a compreender e aceitar a mudança. O governo também enfatiza a importância da gestão integrada de recursos humanos, finanças e tecnologia para melhorar a eficiência, eficácia e satisfação dos serviços públicos.



challenges in the process of forming regional government units, including employee resistance and resource limitations. Despite these challenges, the proposed model shows potential to improve the efficiency and effectiveness of public services in Medan City. Thus, this research provides significant contributions to the literature on governance and offers practical recommendations for policymakers.

Keywords: Agile Government. Establishment of Regional Government Units. Public Services. Effectiveness. Responsiveness.

Palavras-chave: Governo Ágil. Estabelecimento de Unidades de Governo Regional. Serviços Públicos. Eficácia. Responsividade.

1 INTRODUCTION

In the context of good governance in Indonesia, establishing regional structures that are both responsive, efficient, and effective is very important for implementation of the vision articulations by heads of regions. Transformation reflects a dire necessity on the part of public institutions to answer varied societal complexities and adapt to rapid changes in environmental conditions, and is best facilitated under strong reform endeavors rectifying governance structures. For instance, Harun *et al.* (2021) discussed the need for public sector standards' institutionalization as an essential element to promote accountability and transparency so that organizational processes align with broad governance objectives. Considerable research has also pointed out, particularly from Asteriniah and Hestiriniah's studies, that responsive public sector management is what has been consistently missing in governance issues toward development, thus explaining a link between institutional reforms and effective governance (Asteriniah & Hestiriniah, 2023).

Corruption is still a major governance problem in Indonesia, as seen from the low scores of the country in the Corruption Perception Index by Transparency International, which has stayed at 34 for some years now (Handoyo & Maulana, 2019). This is due to the persistence of bureaucratic ineptitude, unclear legal enforcement, and inadequate public participation, as indicated by studies on public sector performance and its impacts on economic growth (Tumangkeng *et al.*, 2022). Efforts have since been made towards simplifying the structures of bureaucracy through a plan for restructuring organizations

within regional apparatuses (OPD) so as to remove overlapping functions, improve service delivery, and ensure that government functions are working towards local developmental goals (Handoyo & Maulana, 2019; Tumangkeng *et al.*, 2022).

A transformative model known as Agile Government has also emerged to address the dynamic challenges faced by public institutions. Luna *et al.* state that Agile Government is the flexibility and collaboration method for governments to adjust rapidly to societal changes. This perception needs more detailed validation in the Indonesian context since it may not be applicable in a general context without local adaptation (Sapa' *et al.*, 2024). Practically, where agile principles are infused into governance strategies and practice iterative policymaking, and encourage digital innovation integration, an even more adaptive offer responding nuancedly to citizen needs becomes possible (Harun *et al.*, 2021; Vărzaru *et al.*, 2022).

Research results support the ideology that building the pillars of good governance rests on a transparent and accountable governance system. The integration of technologies supporting efficient administrative processes to improve public service delivery aligns with the call for smart and professional public sectors that deliver quality public services (Asteriniah & Hestiriniah, 2023; Sapa' *et al.*, 2024). Increasing dependence on digital tools and methodological frameworks supporting effective governance is mandatory to ensure that public institutions can not only survive but also thrive in a fast-changing, complex age (Handoyo & Maulana, 2019).

In the Indonesian context, the successful implementation of Agile Government is hindered by limited awareness among civil servants, institutional resistance to change, and inconsistent cross-agency coordination. The Grand Design for National Bureaucratic Reform (GDRBN) 2025–2045 proposes strategic priorities such as digital transformation via Digital Public Infrastructure (DPI), AI utilization, regulatory simplification, and human resource development to address these gaps.

Medan, as a metropolitan city and economic hub in North Sumatra with over 3 million residents of diverse cultural backgrounds, offers a unique case for examining organizational change. With its strategic geographic position near ASEAN countries such as Malaysia and Thailand, Medan has significant potential and faces complex governance demands. The city government has acknowledged this by reforming and consolidating several OPDs to better meet contemporary service delivery challenges.

Under Regional Regulation No. 8 of 2022 and Mayor's Regulation No. 19 of 2020, the City of Medan restructured 11 OPDs through mergers and re-naming, with additional redistribution of duties across multiple departments. For instance, the Department of Education was rebranded as the Department of Education and Culture, while the Department of Food Security was expanded to include agriculture and fisheries. These changes were designed to broaden service scopes, reduce redundancy, and enhance administrative responsiveness (Perda Medan, 2022).

However, such structural changes necessitate comprehensive organizational analysis and performance evaluations. Dynamic workloads and evolving policy mandates require that institutional configurations remain adaptable to both internal changes and external pressures. Evaluation criteria must consider leadership visions, statutory mandates, task alignment, and job-load analyses to ensure organizational effectiveness.

This study is therefore crucial in examining how structural reforms in Medan's regional apparatus contribute to the realization of Agile Government. It aims to analyze the dynamics of these changes, assess the city government's balancing efforts between continuity and reform, evaluate support mechanisms for affected personnel, and ultimately develop a model for organizational transformation tailored to Indonesia's urban governance context.

2 THEORETICAL FRAMEWORK

2.1 Agile government

Agile Government refers to a governance approach that emphasizes flexibility, responsiveness, and collaboration in adapting rapidly to societal changes and complex public needs. Originating from agile principles developed in the software industry, this model has been increasingly applied to public administration as a framework for iterative policymaking and adaptive service delivery. The core characteristics of Agile Government include decentralized decision-making, cross-functional collaboration, continuous learning, and citizen-centered design (Vărzaru *et al.*, 2022).

In the context of Indonesian public administration, the application of agile principles requires alignment with local institutional cultures, regulatory frameworks, and

governance traditions. The operationalization of Agile Government at the local level involves not only structural reforms but also the transformation of organizational mindsets and administrative cultures. This demands sustained investment in human resource development, digital infrastructure, and inter-agency coordination (Harun *et al.*, 2021; Sapa' *et al.*, 2024).

2.2 Organizational change theory

The GELORA (Gerakan Lincah Organisasi Responsif dan Adaptif) model developed in this study draws conceptually from Kurt Lewin's three-stage change theory—Unfreezing, Moving, and Refreezing. Lewin's model provides a structured yet adaptive framework for embedding agile values within bureaucratic contexts. In the Unfreezing stage, organizational members become aware of the need for change through diagnosis and communication. In the Moving stage, new structures, processes, and behaviors are implemented. In the Refreezing stage, new practices are institutionalized to ensure sustainability (Lin, 2023).

This theoretical orientation is complemented by perspectives on organizational change management, which emphasize the role of leadership, communication, and employee engagement in facilitating successful transitions (Errida & Lotfi, 2021). The integration of these theoretical lenses enables a comprehensive analysis of how regional apparatuses in Medan City navigate the transition toward Agile Government.

3 METHODOLOGY

This research employs a qualitative approach aimed at gaining an in-depth understanding of the organizational transformation within the Medan City Government, particularly in its efforts to implement Agile Government principles. The qualitative method is considered appropriate for exploring complex and evolving phenomena because it allows researchers to capture and interpret the lived experiences, perceptions, and behaviors of stakeholders involved in the reorganization of local government apparatuses. As Creswell (2013) asserts, qualitative research facilitates the exploration of

meaning that individuals or groups attribute to social or human problems through a dynamic and emergent research process.

The research was conducted in Medan City, the capital of North Sumatra Province, which serves as a major metropolitan area and economic hub. Medan was selected as the research site because of various governance challenges it faces, including the underperformance of some regional apparatuses, weak inter-agency coordination, and limited innovation in public service delivery. The focus is on two organizational units that have undergone structural changes: the Department of Food Security, transformed into the Department of Food Security, Agriculture, and Fisheries (an expansion model); and the result of a merger of the Department of Cooperatives and Small and Medium Enterprises, the Department of Industry, and the Department of Trade into the Department of Cooperatives, Industry, and Trade. These two units represent different models of organizational restructuring—one through functional expansion and the other through institutional integration.

A total of 20 informants were selected using purposive sampling, including the Mayor and Regional Secretary of Medan, members of the City Parliament (DPRD), heads and secretaries of the two departments, division heads, frontline employees who experienced the organizational changes, and external stakeholders such as academics and community leaders. Each informant was chosen based on their knowledge and involvement in the restructuring process.

The data collection process consisted of several techniques: in-depth interviews to elicit rich narratives about the rationale behind organizational reforms; observational methods to document real-time processes and interactions; focus group discussions with affected employees to capture collective responses; and documentary analysis using government regulations, policy documents, and internal memoranda to contextualize the organizational transformations within existing legal frameworks.

Data analysis was carried out concurrently with data collection, following the interactive model proposed by Miles and Huberman. The process began with validating the data through credibility checks, followed by data reduction to identify key themes and patterns. Coding was applied to classify the data systematically, and results were organized into thematic narratives.

To ensure reliability and robustness of findings, several validation techniques were applied. Member checking was conducted by returning interpretations to original informants for confirmation. Triangulation of methods and data sources was performed by comparing information from interviews, observations, and documents. Additionally, external auditing was carried out by consulting independent experts to review the methodology and interpretive processes. Theoretical triangulation was carried out by interpreting data through multiple theoretical lenses to ensure comprehensive analysis.

4 RESULTS AND DISCUSSIONS

4.1 Dynamics of organizational changes in medan city in the context of agile government

The organizational changes that took place in Medan City under the initiative to implement agile government brought forth a transformative impact not only on the structure and efficiency of public services but also on the civil servants operating within the Regional Apparatus Organizations (OPD). The most visible manifestation of this change was the merging and streamlining of several OPDs to eliminate duplication and enhance administrative efficiency. However, such restructuring inevitably altered existing roles and responsibilities, demanding quick and often complex adaptation from staff.

The urgency for reform was driven by growing public expectations for faster and more responsive service delivery. As Suryadi Panjaitan, Expert Staff to the Mayor of Medan on Governance, Law, and Politics, explained:

"The push for restructuring has been around for a while. But what made it more urgent was the rising expectations from the public—they want services that are quick and efficient, without bureaucratic entanglements. If we keep the same bulky structure, we cannot meet those expectations. So there must be a serious step to reform our agencies—not just structurally, but also in terms of mindset and working style." (Interview, 2023)

Benny Iskandar Nasution, Head of the Department of Cooperatives, SMEs, Industry, and Trade, echoed this sentiment: *"In recent years, the workload and complexity*

of urban development issues have increased. But some of our organizational structures remain rigid and unresponsive. This affects our planning and execution. Therefore, we need to restructure to become more flexible and efficient." (Interview, 2023).

Following the recognition of change needs, the city administration proceeded with careful planning and design of a new organizational structure. This phase focused on mapping overlapping functions, ensuring synergy between formerly distinct units, and reallocating roles based on departmental mandates. For example, the Department of Food Security, Agriculture, and Fisheries was formed by integrating several agencies, allowing for a more comprehensive approach to addressing food security issues and enabling cross-functional collaboration.

Adapting to these changes required staff to internalize new job functions and develop new competencies. Citra Pelita Halawa, previously with the Food Security Agency, reflected: *"We must open ourselves to changes in duties, think positively about them, and increase our capacity by learning and seeking information, so we can adapt quickly."* M. Didi Ferdipan from the same agency added, *"With good governance capabilities, we can respond better and continuously adapt to these changes."* (Interviews, 2023).

The city government ensured that these changes were not implemented in isolation. A critical component of the transition was the robust communication and socialization strategy. Workshops and consultations were conducted to help employees understand the rationale behind the changes. Jonson Erianto Sitindaon emphasized, *"Stimulating awareness of change means motivating a shift in mindset and diagnosing bureaucratic barriers that hinder progress."* Rachmad Hidayat added, *"It is not enough to have formal communication. We need narratives that resonate with our daily experiences to truly internalize Agile Government values."* (Interviews, 2023).

The administration also conducted SWOT analyses and organizational climate reviews to anticipate challenges. In the implementation phase, the government launched various agile initiatives, including redesigning Standard Operating Procedures (SOPs) to be modular and iterative, and establishing cross-functional agile units to promote collaborative problem-solving across departments. Sitindaon noted, *"The previous SOPs were too rigid. The new format allows units to adjust procedures quickly without waiting*

for comprehensive revisions, enabling continuous improvement based on real-time feedback." (Interview, 2023).

The final stage of change, known as 'refreezing,' involved embedding new values and work patterns into the organization. Performance evaluations shifted to focus on innovation and tangible outcomes. As Sitindaon concluded, *"Change is normal in government. What matters is how we adapt—through proactive behavior, creative thinking, and solution-oriented mindsets."* (Interview, 2023). These testimonies affirm that the dynamics of organizational change in Medan were complex, human-centered, and deeply aligned with the principles of agile government.

4.2 Efforts by the Medan City government to balance the status quo and bureaucratic structural changes

The restructuring of regional apparatuses in Medan City was a complex process that required the local government to strike a balance between maintaining bureaucratic stability and introducing meaningful institutional changes. The reform process was carefully calibrated to uphold continuity while also fostering adaptive capabilities.

One of the government's key strategies was to proactively address psychological and emotional resistance among civil servants. Many employees felt uncertain about their future roles, particularly those reassigned or absorbed into new departments. To counter this, leaders within the city administration made consistent efforts to motivate their staff. The Head of the Department of Cooperatives, Industry, and Trade explained, *"We encouraged our staff to see this change as a professional opportunity, not a burden. It is about growing together with the organization."* (Interview, 2023).

The city government also sought to foster a more adaptive organizational culture by promoting openness, flexibility, and innovation across departments. Employees were encouraged to propose improvements and to take ownership of their new roles. The Secretary of the Department of Food Security, Agriculture, and Fisheries stated, *"Adaptability is the new competency. If we want to serve the people better, we must be able to move with the times."* (Interview, 2023).

To institutionalize change, the government embedded reform principles into everyday administrative processes, including revising SOPs to reflect new workflows,

encouraging interdepartmental collaboration, and launching cross-functional task forces. Coordination meetings, liaison officers, and joint operational plans were established between previously separate units to address overlapping functions resulting from mergers.

Communication was another cornerstone of the government's balancing strategy. Leaders ensured that staff at all levels understood the reasons for change, the goals being pursued, and the benefits to both civil servants and the community. Transparency was upheld not only through announcements but also through ongoing dialogue and listening sessions. This participatory approach helped to mitigate feelings of imposition and fostered a sense of shared ownership. *"We were not just told what would happen; we were part of shaping it,"* said one staff officer (Interview, 2023).

Resource alignment was also critical. Human, financial, and technological resources were assessed and reallocated to ensure that each reorganized department could function optimally. Digital platforms were integrated to support workflow adaptation, making the transition easier and more traceable. The reforms were continuously monitored using performance metrics that balanced qualitative and quantitative indicators, extending evaluation beyond output to behavioral indicators such as collaboration quality, problem-solving initiative, and leadership responsiveness.

In navigating the delicate balance between status quo and structural change, the Medan City Government demonstrated a strong commitment to people-centered reform. By investing in communication, motivation, training, collaboration, and leadership development, the administration managed to preserve institutional stability while shifting toward a more agile and responsive bureaucratic system.

4.3 Support provided by the Medan City government to employees affected by organizational changes

The organizational restructuring undertaken by the Medan City Government had significant implications for civil servants working within those institutions. The local government adopted a proactive approach in providing comprehensive support to ensure a smooth transition. A central component was the implementation of communication strategies emphasizing clarity, transparency, and consistency through various forums

including meetings, internal memos, and direct engagements between leaders and employees.

Interactive platforms were also utilized to enhance understanding and buy-in. Workshops and discussion forums provided employees the opportunity to engage directly with management, raise concerns, and receive clarification. This two-way communication approach helped build trust. As one staff member shared, *"The discussions helped me feel seen and heard. I was worried at first, but once I understood the new structure and what was expected of me, I became more confident."* (Interview, 2023).

The government's efforts extended to targeted training and capacity-building initiatives. Recognizing that structural changes often demand new skills, the Medan City Government facilitated competency-based training including digital skills development, service innovation workshops, and orientation sessions on updated SOPs. Monitoring and evaluation mechanisms were put in place to track the effectiveness of changes and identify ongoing issues.

Emotional and psychological support strategies were also implemented to maintain staff morale. Senior managers were trained to act as change champions. Continuity of employment and clarity of job descriptions were ensured through updated role documentation. Cross-functional collaboration was facilitated through interdepartmental dialogues and task force initiatives, creating opportunities for peer learning and mentorship.

Incentives and recognition were introduced to reinforce positive adaptation. Staff who demonstrated initiative, innovation, and leadership during the transition were acknowledged through internal appreciation mechanisms. External consultants and facilitators were also engaged during the early phase of restructuring to provide neutral perspectives and benchmark against best practices. Feedback loops including suggestion boxes, regular surveys, and anonymous reporting channels were institutionalized to ensure employees' voices remained part of the reform process.

In conclusion, the Medan City Government implemented a multi-pronged, empathy-centered approach to supporting workers affected by organizational restructuring. Transparent communication, inclusive participation, training, monitoring, psychological support, technological facilitation, and recognition collectively enabled

guiding civil servants through a massive bureaucratic change, creating a resilient and responsive local bureaucracy aligned with the principles of Agile Government.

4.4 Organizational change model in realizing agile government in Medan City (GELORA Model)

The transformation of Medan City's bureaucracy into an agile and adaptive governance system was structured around a strategic model known as GELORA (Gerakan Lincah Organisasi Responsif dan Adaptif). This model draws from Kurt Lewin's three-stage change theory—Unfreezing, Moving, and Refreezing—and aligns it with the principles of Agile Government, namely adaptability, responsiveness, collaboration, and innovation in public service delivery.

Table 1

GELORA Organizational Change Model for Agile Government in Medan City

Stage	Focus	Key Strategies
Unfreezing	Raising awareness of the need for change and diagnosing traditional bureaucratic obstacles	Socialization of Agile values; SWOT analysis; Organizational climate assessment; Cross-unit FGDs; Internal employee surveys
Moving	Transforming mindset, work processes, and structures to become adaptive	Redesign of SOPs to be modular and iterative; Formation of agile cross-functional teams; Implementation of Scrum/Kanban for service delivery; Cultivation of experimentation culture
Refreezing	Institutionalizing agile values and ensuring sustainability through policy integration	Embedding Agile principles into local regulations and SOPs; Outcome- and innovation-based performance evaluation; Establishment of Center of Agile Governance; Continuous evaluation and incentive systems

Source: Authors' own elaboration based on field research (2023)

The main goal in the Unfreezing stage was to make organizational members understand why change was very necessary. It started with sharing agile values using communication methods that involve everyone and relate to daily experiences of workers. Tools like SWOT analysis and climate surveys helped find out where the structure and

culture were stiff, and the phase also addressed identifying employee champions for change in every department.

The Moving stage initiated the implementation of adaptive reforms, including flexible redesigns of bureaucratic systems and procedures. Modularization of SOPs enabled faster revisions that could take effect in real time. Agile teams were formed within functional units to share agility across departments and institutionalize a holistic approach to complex problems. Scrum and Kanban were adopted by project teams for iterative, user-centered innovation, while an experiment-based approach was introduced to enable staff to learn from failures through rapid feedback loops.

In the Refreezing stage, institutionalization of changes ensured long-term sustainability by embedding Agile values into local regulations and organizational SOPs, thereby safeguarding the reform in case of leadership turnover. This included shifting performance evaluation from compliance-based assessment to outcome-based and innovation-oriented metrics. The creation of a Center of Agile Governance as a hub for best practice dissemination and training further strengthened the institutionalization of agile principles.

4.5 Discussion

The implementation of Agile Government in Medan City marks a significant transformation in bureaucratic practices, reflecting a broader trend in public administration toward adaptability, transparency, and responsiveness. This transformation aligns with contemporary research on organizational reform and digitalization, particularly the growing emphasis on integrated, data-driven governance systems (Dzvinchuk *et al.*, 2022). Medan's shift toward agile governance involved more than structural restructuring; it was a multidimensional process that demanded the alignment of political will, administrative coordination, and human adaptability.

The merger and reorganization of regional apparatuses exemplify a strategic realignment toward multifunctional governance, mirroring what Lengari *et al.* (2022) describe as a need for improved interdepartmental collaboration in public sector reform. Technological adoption emerged as a critical enabler, consistent with Imanbekova *et al.* (2024), who emphasize that digitalization in public administration facilitates equitable

access and operational transparency. In Medan, such tools were instrumental in boosting efficiency and reducing resistance by providing clarity in roles—a challenge frequently cited during bureaucratic transitions.

Institutional responses to resistance played a major role in sustaining reform momentum. The city government employed targeted communication, motivational engagement, and training programs to build employee readiness and capacity, aligning with reform strategies suggested by Androniceanu *et al.* (2022), who argue that organizational adaptation is essential for enhancing public service outcomes during institutional change. Leadership emerged as a decisive factor, supporting Mikkelsen *et al.*'s (2022) assertion that leadership quality is integral to the professionalization of bureaucracy and the successful embedding of reforms.

Internal communication strategies further strengthened the reform process. Through participatory models such as workshops, focus group discussions, and open forums, employees were engaged and informed, fostering psychological safety and collective ownership. Lavee *et al.* (2018) underscore that such supportive organizational environments significantly improve policy engagement and reduce bureaucratic inertia. The city's approach to embedding feedback mechanisms reflects the iterative principles of agile governance (Portillo & Kras, 2020).

Medan's transformation is conceptually grounded in Lewin's change theory, operationalized through the GELORA model, which frames change in three phases: unfreezing, moving, and refreezing. Lin (2023) highlights the relevance of Lewin's model for structuring public reform. Digitally facilitated performance monitoring enabled the city to track progress and identify challenges in real time, resonating with findings by Zhuk *et al.* (2022) who affirm that digital tools significantly elevate the quality and accountability of public services.

In conclusion, the Medan City Government's agile transformation represents a compelling case of localized bureaucratic reform grounded in global principles. By integrating technological adaptation, responsive leadership, robust internal communication, and iterative change models, Medan has laid the foundation for a more effective and engaged public administration. This experience offers valuable lessons for other local governments aiming to modernize through agile governance, highlighting the importance of context-sensitive strategies and institutional commitment.

5 CONCLUSION

The dynamics of organizational transformation in the regional apparatuses of Medan City demonstrate that Agile Government requires much more than mere bureaucratic restructuring to be attained. It requires complex adjustments at institutional and individual levels. The merger and downsizing of the regional agencies (OPDs) precipitated changes in functions that had to be adjusted quickly within new structures and work climates, eliciting varied responses from employees that underscored the importance of training, capacity-building, and clarity of roles. Resistance to change was experienced internally, alongside an increased need for cross-sector communication and strengthened collaboration among all integrated units.

In order to balance the status quo with structural changes, the Medan City Government encouraged employees to motivate themselves in preparing for new duties in the reorganized departments. The government also advocated for an adaptive and open organizational culture where innovation could be fostered and employees encouraged to participate in the change process. Clear communication of the reasons for change was key in developing ownership and commitment. Moreover, inter-agency collaboration was strengthened through effective communication mechanisms toward shared goals, operational efficiency, and integrated program delivery.

Communication and socialization efforts comprised discussion forums and workshops for strategic communication to the staff about the purpose of changes, allowing them to air their views directly with top management. Such open dialogue improved trust between leadership and employees. Evaluation and monitoring mechanisms were also instituted to ensure that adjustments were responding to the dynamism of public needs.

A good way to realize Agile Government in Medan is through the integrated management of people, money, and technology. With training, clear financial management, and digital tools such as e-government, the city has made service delivery better, more responsive, and more satisfying for citizens. This experience offers a practical model, operationalized through the GELORA framework, for other local governments in Indonesia seeking to modernize their bureaucratic structures and achieve genuinely agile, citizen-centered governance.

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